



## REPRODUCTIVE HEALTH UGANDA

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**IPPF** International  
Planned Parenthood  
Federation

Office of Executive Director

### TERMS OF REFERENCE

#### FOR DEVELOPING RHU STRATEGIC PLAN (2023 – 2028)

##### 1.- Background

Reproductive Health Uganda (RHU) is a Member Association of the International Planned Parenthood Federation (IPPF), and its core mandate is to champion, provide and enable universal access to Sexual and Reproductive Health and Rights (SRHR) information and services to vulnerable and underserved communities, especially young people. The Association has over 150 members of staff and over 4000 volunteers working with and for communities and individuals. RHU is also committed to Universal Health Coverage (UHC) by contributing to the achievement of equitable access to life-saving, quality sexual and reproductive health care for all, including to the most marginalized and hard-to-reach population groups.

At all levels, RHU strives to respect and protect the rights of women and girls, promotes gender equality, and works to redress unequal power imbalances between women and men. However, RHU also deliberately targets other segments of the population, including the relatively well to do, with the objective of offering services, but also generating additional resources to cater to its core mission of supporting the vulnerable and poor (social enterprise).

RHU's values include: i) Rights-Based, ii) Results -Oriented, iii) Choice, iv). Voluntarism and v). Integrity

It currently operates 18 branches spread in all the sub-regions of Uganda. RHU has made a significant contribution in the area of Sexual Reproductive Health and Rights (SRHR).

RHU is currently in the process of developing a new strategic plan for a period of 6 years (2023 – 2028), aligned with the IPPF strategy 2028 and RHU Business plan 2023-2025. Therefore, RHU seeks to hire a consultant that can assist in developing the strategic plan.

##### **RHU's vision:**

RHU envisages a Ugandan society where everyone has access to sexual reproductive health and rights (SRHR) information and services they need and in which their SRHR choices are respected.

##### **RHU's Mission:**

RHU is committed to promoting high quality, high impact and gender-sensitive sexual and reproductive health and rights information and services for vulnerable and most at risk population of young people (15-30 years) in Uganda through capacity building, specialised service delivery, issue specific advocacy and strategic partnerships

##### **RHU services at different levels:**

###### **(i) At the community level:**

- Strengthening community-based health systems, creating demand for and ensuring the provision of SRHR information and services, which are integrated and of appropriate quality

- Working to influence social norms or barriers that deny the SRH rights of young people and women access to care, and related behaviours
- Improving accountability of local health and community leaders for key SRHR services and for health outcomes, and strengthening the resilience and emergency refugee response capacity

**(ii) At the district level:**

- Working with public and private health structures and improving health leaders' capacity for evidence-based planning, budgeting, supervision and monitoring of priority interventions for youth, men and women;
- Strengthening integration with community-based systems, and better coordination with other sectors (Community Development, gender, security and law enforcement, education, etc.)

**(iii) At national level:**

- Leveraging of national, regional and international resources, and linking with RHU's contributions especially women and youth SRH, increased social inclusion, and education and contributing to evidence-based and equitable plans and policies for mainly young people's and women's health, through strengthened use of evidence, (in collaboration with sister CSOs, government and development partners)

**2.0 Purpose of the consultancy:**

The overall objective of this consultancy is to develop a six-year strategic plan (2023 – 2028) for RHU that is aligned with IPPF strategy 2028

**3.0 Scope of work:**

The scope of work for the consultant will include but not be limited to the following:

- Review the vision and mission based on RHU mandate
- Review IPPF Strategy 2028
- Undertake a local and global stakeholder mapping and analysis
- Undertake a situational analysis of RHU operations to date
- Through a consultative process and application of an appropriate tool of analysis, identify focus areas and develop strategic objectives and key results areas for the same
- Plan and facilitate workshop(s) to prioritize strategic directions
- Propose a strategy for achieving the strategic objectives and key results
- Develop a monitoring & evaluation plan for the strategy
- Hold stakeholder meeting(s) to validate the draft strategic plan
- Finalize strategic plan for submission to IPPFARO

**4.0 Proposed Methodology**

The consultant is responsible for recommending an appropriate methodology which may include employing analytical methods, review of documents and consultative approaches as indicated below:

### **(a) Review of documents:**

Relevant documents to be reviewed, will be identified and shared with the consultant. Some of the documents to be reviewed may include RHU Business Plan, IPPF Strategy 2028, RHU Annual report 2021, RHU Strategic Plan 2016-2022, RHU M&E Plan 2016-2022. The consultant is also expected to review other resources relevant to SRHR service provision.

### **(b) Conducting interviews:**

The consultant may conduct interviews among key stakeholders or resourceful RHU staff to inform the strategic plan development process and to get more insight on the RHU's focus areas that are in line with IPPF strategy 2028. A list of persons to be interviewed at the Head-quarter may include the Directors, the respective thematic managers and Coordinators or Project officers. At branch level, service providers could be interviewed. Among institutions and development partners to be interviewed are the Ministry of Health, MoGLSD, as well as UNFPA and IPPF.

### **5.0 Deliverables:**

- Inception report
- Situational analysis
- Strategic Plan 2023-2028
- M&E Plan 2023 – 2028

### **6.0 Time frame**

The consultancy is estimated to take 22 working days starting from 26<sup>th</sup> September to 25<sup>th</sup> Oct 2022. The 1<sup>st</sup> draft(s) of Strategic Plan and M&E Plan are expected by 25<sup>th</sup> Oct 2022 and a post feedback final draft(s) by mid-November 2022.

### **7.0 Qualifications and Experience of consultant**

- At least a masters degree in a relevant field such as planning, Social Sciences, Development studies, Reproductive Health, Demography, Statistics, M&E, or any other related field
- Excellent skills in Strategic Planning document preparation
- Excellent skills in formulating M&E plans
- Sufficient expertise in handling situational analysis
- Strong knowledge on participatory approaches or assessments and facilitating strategic planning processes
- Over 5 years professional experience in reviewing and developing strategic plan documents

### **8.0. Liaison of consultant:**

The consultant will liaise with Director of Programmes (Dr. Peter Ibembe) and RHU M&E Manager (Mr. Lawrence Muhangi).

### **9.0. Application Process**

Interested persons should submit their technical and financial proposals to Executive Director, Reproductive Health Uganda, at [rhu@rhu.or.ug](mailto:rhu@rhu.or.ug) and copy to [lmuhangi@rhu.or.ug](mailto:lmuhangi@rhu.or.ug) or hand deliver in person to RHU head office, plot 2, Katago Road, Kamwokya by close of business on Friday, 16<sup>th</sup> September, 2022 before 5:00pm.

RHU will contact eligible persons.